THE DEVELOPMENT STRATEGY OF THE CIVIL APPARATUS OF PEMALANG REGENCY THROUGH THE BUREAUCRATIC EVALUATION INFORMATION SYSTEM (SERABI)

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ABSTRACT

Purpose: The purpose of this study was to evaluate the implementation and effectiveness of the SERABI (Bureaucratic Reform Evaluation System Application) in monitoring and evaluating the state civil apparatus in Pemalang Regency, and to identify any obstacles encountered in its use.

Theoretical reference: The study is grounded in the theory of e-government and its role in enhancing public administration through technological innovations, specifically in the context of bureaucratic reform and public service delivery.

Method: The research employed a qualitative method with a descriptive approach to assess the implementation of the SERABI application. Data were collected through direct observation, interviews, and document analysis related to the usage of the SERABI system by various Organizational Units (OPDs) within the Pemalang Regency Government.

Results and Conclusion: The study found that the implementation of the SERABI application in Pemalang Regency has generally been successful, with most OPDs completing self-assessments and inputting the required data into the system. However, there were discrepancies in the evaluation scores for three OPDs, which received a grade of D, indicating room for improvement. The results suggest that while the SERABI application has been effective in promoting compliance and facilitating bureaucratic reform, certain challenges remain, particularly in ensuring the accuracy and consistency of the evaluations.

Implications of research: The findings imply that while e-government applications like SERABI can significantly improve the efficiency and transparency of bureaucratic processes, continuous monitoring, training, and support are necessary to address implementation challenges and improve system accuracy. Policymakers and administrators can use these insights to refine their strategies for deploying similar e-government solutions.

Originality/value: This study provides valuable insights into the practical application of an e-government innovation in a regional setting. By focusing on the SERABI application, it highlights the specific challenges and successes associated with using technology to drive bureaucratic reform, offering a model for other regions looking to implement similar initiatives.

Keywords: Strategy, State Civil Apparatus, Bureaucratic Evaluation Information System

JEL Classification: H, H1

1. Introduction

In the era of the Industrial Revolution 4.0, or what is also known as the technological revolution, which has dramatically affected our lives, it includes how we can easily interact with other people who are far away and how we work using technology to prioritize efficiency and effectiveness. Therefore, the government is also implementing a system of reforming the administration of government, one of which is improving the human resources of the State Civil Apparatus, which this system is called bureaucratic reform.(Setiyono, 2023)

Bureaucratic reform is a government effort to reform the bureaucratic system to improve public services. When we talk about improving public services, this is closely related to actors who have an essential role in delivering great services for the community, namely the State Civil Apparatus (ASN). ASN employees must have competent skills, and there is a need for planning and developing State Civil Apparatus (ASN) human resources. As has been mandated in Law number 5 of 2014 concerning the State Civil Apparatus (P. R. Indonesia, 2014), namely in article 12, it is said that the role of ASN workers work as planners, executors, and supervisors in the performance of general government and national development tasks via the implementation of policies and public services that are professional, free of political influence, and clean. From corruption, collusion, and nepotism practices. Apart from that, the law also regulates the obligation to develop competence and run a merit system in order to be accountable for its performance. HR planning and development Apparatus State Civil Service (ASN), in addition to being mandated by law and also an effort to implement bureaucratic reform naturally, is mandatory to carry out because of remembering there are still numerous difficulties that develop as a result of the HR of the State Civil Apparatus (ASN), which are regarded inept, with a low influence on the quality of public services (Hardiyansyah, 2018).

Quoted from MediaIndonesia.com in 2017, the narrative of the Minister for Empowerment of the State Apparatus and Bureaucratic Reform, Asman Abnur, to MediaIndonesia.com that the quality of ASN competencies is still relatively low. This can be seen from several things; the first is the total number of civil servants (PNS) in Indonesia, which amounted to 4.475 million; according to him, 64% of them can administer. Second, in the last appointment of civil servants in 2017, almost 58% came from energy honorary without going through a test. Third, the reality that occurred in Kalimantan ASN, which had expertise in the mining sector, was only around 0.03%, even though one of the most significant potentials possessed by Kalimantan was in the mining sector. Owned by the regions if they need the qualified ability; finally, there are still many government positions such as service heads, field heads, and others that are occupied by people who do not have expertise in these fields.

Then, it was also quoted from Liputan6.com in 2018 that according to the Minister of National Development Planning (PPN)/Head of BAPPENAS, Bambang Brodjonegoro, in achieving national development goals, the primary most important is the management and development of human resources for the State Civil Apparatus (ASN) or Civil Servants (PNS) following development needs, quality ASN is also an essential factor for achieving development and for responding to challenges that will be faced in the future such as the revolution industry 4th and also Digital Government. Based on data from the Ministry of Transportation in 2018, most or around 60 percent of its employees have a Diploma or high School educational background or lower. Through HR development, it will produce ASN employees who have expertise in their fields; having this expertise will impact improving performance to realize good governance.

However, in 2019, Tempo.com stated that when viewed from the quality and performance of ASN, Indonesia still needed to gain when compared to other Countries. In ASEAN, Indonesia's position is below the Philippines, Thailand, Malaysia, and Singapore. Meanwhile, Singapore has succeeded as the second-ranked country with the best ASN quality and performance worldwide. In its government management, Singapore adheres to six principles, namely 1) open competition and meritocracy in selection and placement, 2)

openness and objectivity in assessment, 3) rewards and recognition based on performance, 4) impartial and cannot be bribed, 5) pay with a flexible "net salary," and 6) transparent in rewarding (Retri Citarestu Dimasanti, 2014). In addition to these principles, public services in Singapore are almost far from corruption problems because employees in Singapore have high salaries. The recruitment system adhered to Chinese Confucian tradition and the British Civil Service Administration, so the civil servants recruited were elite university graduates from Singapore public service schools (Febriana et al., 2014). This situation is very different from Indonesia because, at the beginning of the recruitment process, ASN employees alone have had many problems regarding the wrong image of the bureaucracy, such as Corruption, Collusion, and Nepotism (KKN).

The purpose of the Bureaucratic Reform Road Map from 2015 to 2019 refers to performance-based government by implementing an electronic system in government performance management to create an effective, efficient, and economic performance. During a global order that is changing rapidly, the bureaucracy as a system that is the core of the instrument for the continuity of a governance system must quickly and responsively adapt to various kinds of changes, for example, in the field of Information and Communication Technology (ICT), the government must be instantly able to take advantage of e-government-based ICT access which can provide convenience for the implementation of government administration and public services provided by government agencies. The definition of bureaucracy, according to Max Weber, is a form of organization whose implementation is related to the goals/targets to be achieved by the government system; this is intended as a system of authority determined systematically by various kinds of regulations (Adisasmita, 2011)

There are many challenges faced in carrying out the process of reforming the government bureaucracy because it is vulnerable to corruption and other irregularities. Therefore, it is necessary to build a strict monitoring system to determine how optimal government officials' performance is when fulfilling their duty to provide services to the community within the local government environment (Delly, 2013)

Under these circumstances, the government has formulated a strategy by providing innovations in the form of e-government to face the difficulties of the 4.0 industrial revolution era in realizing good regional governance. The innovation can be realized, and the community can feel the benefits if ASN employees can operate it properly so that ASN employees with competent abilities are needed.

The Regional Government of Pemalang Regency is one of the local governments that has implemented the ASN development strategy, namely by building a commitment to launching various e-government-based innovations by holding a Public Service Innovation Competition (KIPP) activity which is attended by public service delivery units consisting of Device Organizations Regions (OPD), Village Owned Enterprises (BUMD) and Ward/Villages in the Pemalang Regency area as participants. KIPP's innovation categories include poverty alleviation, education, health, food security, economic growth, employment opportunities, community empowerment, gender-responsive public services, environmental protection, and preservation and governance. One of the innovations in the governance category which received an award in this competition was the Bureaucratic Reform Evaluation System Application, abbreviated as SERABI.(Bagian Organisasi, n.d.)

The data from the Ombudsman shows that the local government is the party most reported by the public in public services. There were 41.03% of reports during 2019. 6 Based on these two data, it is relevant to examine Pemalang Regency innovations using the "SERABI" Bureaucratic Reform Evaluation System application launched in April 2019. This digital application is to accelerate the implementation of performance-based bureaucratic reform in

Pemalang Regency to create a bureaucracy with integrity to increase public trust in the government.

Based on the description of the background above, the writer formulates 2 (two) problems, namely; 1) How is the implementation of the use of the SERABI application by the Pemalang Regency Government?, 2) What are the obstacles to using the SERABI application in evaluating the bureaucratic reform of the Pemalang Regency Government?

The objectives of the implementation of this research are; 1) To find out how far the implementation of SERABI is in implementation monitoring and evaluation of the State Civil Apparatus in Pemalang Regency. 2) To be able to find out the obstacles that exist in the use of the SERABI application in evaluating bureaucratic reform in the Pemalang District Government Scope.

2. Literature Review
2.1 Theoretical foundation
2.1.1. Strategy and Strategic Management

To adapt to the rapid development of technology, governments from the central to the regional levels are required to create and produce accurate strategies, especially in managing institutional and arrangement of existing resources in the organization. At the local government level, the government is encouraged to continuously innovate to develop the quality-of-service implementers (ASN) to give excellent service to all regional stakeholders and the center for realizing the regional vision and mission set. (Hardiyansyah, 2018)

In this regard, there must be a strategy carried out and must be regulated in its implementation by applying the proper strategic management to minimize conflicts of interest and deviation to achieve the goals of the regional apparatus organization.

The strategy may be described as a method for achieving goals. This generic idea is especially pertinent to early military development and strategic conceptions. In the military domain, strategy refers to the numerous strategies used by a warlord to defeat the opponent during a conflict. At the same time, the team's strategy of winning the war is known as a tactic (Ismail, 2012).

Strategic Management is a series of managerial decisions and actions (Hunger & Wheelen, 2004) resulting from the process of formulation and implementation plan (Pearce et al., 2000) intending to achieve competitive advantage. This implies that strategic management is a process that includes: planning, directing, organizing, and controlling various strategic decisions and actions, including evaluating the results of implementing these decisions to achieve a competitive advantage.

With the introduction of strategic management, strategy is no longer regarded only as a means to attain goals because the notion of strategic management encompasses determining the goals themselves. (Mintzberg, 1987) named it as "5 P's of strategy," that is:

1. Strategy as a Plan
   Strategy as a "plan" implies that the strategy is an integrated plan, comprehensive and integrated, designed to ensure that the main goals of an organization are measurable and achievable.
2. Strategy as a Ploy
   It implies that strategy is a precise maneuver that signals dangers to competitors. In a government setting, of course, this sign is in the form of developing the capacity and capability of an organization to guard the credibility and authority of a government organization in the eyes of stakeholders.
3. Strategy as a Pattern
   It means that strategy is a pattern that represents a set of activities made by management in pursuit of a goal.

4. Strategy as a Position

   In this case, the strategy is defined as a tool to show the various decisions chosen by an organization to position itself in an environmental organization.

5. Strategy as a Perspective

   It means that strategy is a concept that exists in the minds of strategic decision-makers and creators, much as ideology or culture strives to become a common value (shared value) inside the organisation.

   In this regard, the Pemalang Regency Government has implemented various policies to streamline and develop ASN performance in its environment and as material for ASN development planning. In the future, it is to constantly evaluate one by implementing the Innovation Evaluation System for Bureaucratic Reform "SERABI" within the Pemalang Regency Government.(Handoyo, 2012)

2.1.2. Development of the State Civil Apparatus

Development is an endeavor to prepare individuals to take on new or higher organizational tasks (Simamora, 2001). In this case, growth typically refers to strengthening the intellectual or emotional talents necessary to execute a better job. The existence of human resource development will have a positive influence on enhancing the quality of human resources, regardless of how unclean the company or government is. The role of human resource development will provide achievements in achieving development Which Empowers competitiveness in both quality competition and development use. Human Resources will provide continuity effectively and efficiently to provide good and quality services.

HR planning is a systematic process used to predict the future demand and supply of HR (Human Resources). With careful planning, it will provide good quality for both HR and prospective employees because it plans to screen or filter prospective HR and even employees already set. With careful planning, construction goods for HR (Human Resources) to provide quality and effective ones following the field. The need for employees or HR is an orderly process to meet the needs of qualified employees. Attempts to increase quality and quantity of human health resources are one indicator of development success in achieving development goals (Hapsara et al., 2017). The existence of human resource development will have a good impact on improving the quality of human resources, both from as dirty as all organizations or government institutions. The role of human resource development will provide achievement to achieve that development competitive both quality competition and existing development. Human Resources will provide continuity effectively and efficiently to provide good and quality services.

Apparatus Resources (HR) for apparatus is an essential and decisive factor in national development. Workshops in various countries show that the success of the government in a country in carrying out the tasks of development and governance is primarily determined by the quality of the human resources of its apparatus. Based on this, Apparatus Resources must be capable, creative, and innovative. Innovation requires adjustments to various internal and external influences, depending on the implementation of human resources. The Need for Innovation in Changes in the Context of State Administration, in particular, is Centralized to Decentralized, traditional manual of Government to ICT Based Governance; Accountability Managerial to Public Accountability; Internal Oversight to External Oversight(independent(ombudsman and NGOs, and others); Output to outcome orientation; Silo mentality to Synergy; Work et al. to Quality Oriented Work Culture; Filling closed/internal positions to open careers/external involvement; Government Monopoly to Community Involvement (Participatory); as well as Status Quo to PRO change even to Transformation. It is good enough for Local Government, but more is needed in the current era of competitiveness, even at the local level.

As one of the main activities of human resource management, (Harris & DeSimone, 1994) explain that HR development can be carried out in 3 (three) ways, namely:

1. Education and Training, namely the process carried out by the organization to improve the knowledge, skills, and attitudes of members of the organization. Training is carried out with the aim that individual employees can have competencies that will be used to complete their tasks and roles in the organization according to predetermined performance standards.

2. Organizational development, namely the process carried out to increase the effectiveness of achieving organizational goals and the welfare of its members through planned organizational programs and activities.

3. Career development, namely the development process in which an employee experiences several stages of work, both vertically (promotion) and horizontally (rotation), where each stage has relatively different tasks, issues, and problems.

Thus, a conclusion can be drawn that the human resource development process will always remain within change and renewal. Because each development aims to increase the knowledge, skills, and attitudes concerned, it is envisaged that it would give advantages for the growth of the individual's competence as well as the development of the organization where the person concerned works.

2.2. Normative Foundation

2.2.1. Law of the Republic of Indonesia Number 5 of 2014 concerning the State Civil Apparatus.

In Law Number 5 of 2014, in Article 1 paragraph (2), it is stated that "State Civil Apparatus Employees, hereinafter referred to as ASN Employees, are civil servants and government employees with work agreements who are appointed by staffing officials and assigned tasks in a position administration or entrusted with other state duties and are paid based on statutory regulations."(P. N. R. Indonesia, 2014)

The same article paragraph (5) also states, "ASN Management is ASN management to produce ASN Employees who are professional, have basic values, professional ethics, free from political intervention, clean from corruption, collusion, and nepotism practices."

Furthermore, Article 2 of the law states: "Implementation of ASN policies and management is based on the principles of: a. legal certainty; b. professionality; c. proportionality; d. cohesiveness; e. delegation; f. neutrality; g. accountability; h. effective and efficient; i. openness; j. non-discriminatory; k. associations and unions; l. justice and equality; and M. well-being."

Based on the preceding, we can know that an ASN is a civil servant or PPPK appointed by a staffing supervisor for the needs of carrying out government duties and is given a salary per applicable regulations.

In carrying out these duties, ASN management must provide motivation, increase professionalism, and provide sanctions for ASN who do not work professionally.

2.2.2. Government Regulation of the Republic of Indonesia Number 11 of 2017 Concerning the Management of Civil Servants has been amended by Government Regulation of the Republic of Indonesia Number 17 of 2020 concerning changes to Government Regulation Number 11 of 2017 concerning Management of Civil Servants.

In Article 1, paragraph (1), Government Regulation Number 11 of 2017 states that: Civil Service Management is the management of civil servants to produce professional civil servants, have fundamental values and professional ethics, free from political intervention, clean from corrupt practices, collusion, and nepotism.(P. N. R. Indonesia, 2017)

Furthermore, still in the same article, in paragraph (13), paragraph (14), and paragraph (15), three competencies must be possessed by ASN that is:

a. Technical competence is defined as knowledge, abilities, and attitudes/behaviors that can be seen, assessed, and developed expressly in the technical field of the Position.

b. Managerial competence refers to the knowledge, skills, attitudes, and behaviors that can be seen, assessed, and cultivated for the purpose of leading and/or managing organizational units.

c. Socio-Cultural Competence is knowledge, skills, and attitudes/behavior that can be observed, measured, and developed related to the experience of interacting with a pluralistic society in terms of religion, ethnicity and culture, behavior, national insight, ethics, values, morals, emotions, and principles, which each position holder must fulfill to obtain work results following the role, function, and Position.

2.2.3. Government Regulation Number 94 of 2021 concerning Discipline for Civil Servants

Based on Government Regulation 94 of 2021, article 3 states that civil servants must be a. loyal and wholly obedient to Pancasila, Law The 1945 Constitution of the Republic of Indonesia, the Unitary State of the Republic of Indonesia, and the Government; b. maintaining the unity and integrity of the nation; c. carrying out policies stipulated by authorized government officials; d. comply with the provisions of laws and regulations; e. carry out official duties with complete dedication, honesty, awareness, and responsibility; f. show integrity and exemplary attitude, behavior, words, and actions to everyone inside and outside the official office; g. keep office secrets and can only reveal office secrets following the provisions of the laws and regulations; and h. willing to be placed throughout the Unitary State of the Republic of Indonesia territory.(Anggoro, 2022)

3. Methods

Based on its purpose, this study used a qualitative descriptive design. A descriptive approach to finding out how far the implementation of the use of the SERABI application by the Pemalang Regency Government and to find out the obstacles to using the SERABI application in the process of implementing the evaluation of the Pemalang Regency Government's bureaucratic reform. Thus, the right strategy can be found in developing the State Civil Apparatus through the bureaucratic evaluation information system running in scope in the government of Malang Regency.(Azwar, 2014)

4. Results and Discussion

Bureaucratic reform in government aims to create a government that is clean, accountable, efficient, effective, and able to provide good service to the community. The Self-Assessment of the Implementation of Bureaucratic Reform (PMPRB) can provide an overview of the achievements of bureaucratic reform in each agency, both at the central and regional governments. This is one of the embodiments of good governance. PMPRB is an independent evaluation of the implementation of bureaucratic reform (self-assessment) by the Regional Government, Institutions, and Ministries. This value will be processed and issued officially by the Ministry PAN and RB.

SERABI is an information and communication technology-based Bureaucratic Reform Evaluation System that uses the indicators contained in the Minister of Administrative and Bureaucratic Reform Regulation No. 30 of 2018 by involving the active role of all regional apparatus. This system was developed to improve oversight of bureaucratic reform in regional apparatuses that support SPBE (Electronic et al.) to realize transparent, effective, and efficient governance. This innovation is hoped to facilitate electronic monitoring and evaluation of the implementation of bureaucratic reform in regional apparatus.

In a digital era like today, the government bureaucracy must be able to adjust and utilize information technology to provide maximum improvement and quality improvement. The Pemalang Regency Government is trying to innovate by utilizing IT-based technology by creating a SERABI application.

The process of filling out an evaluation of bureaucratic reform using an online system can be accessed anywhere without a time limit. The detailed SERABI application guide is as follows:
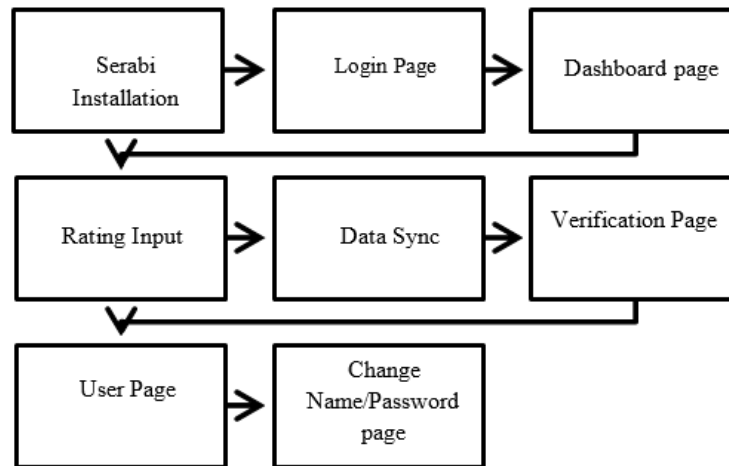

Figure 1. SERABI application guide

4.1. Implementation of the Use of the SERABI Application

Government performance must be measured and assessed to determine whether the performance is following the objectives or not. However, the evaluation of the Pemalang Regency Government has yet to cover all regional apparatus, so it is not appropriately monitored. Therefore the purpose of creating the SERABI application in Pemalang Regency is as follows:

1. To improve oversight of bureaucratic reform in all regional apparatuses within the Pemalang Regency to realize transparent, effective, and efficient governance;
2. To increase the organizational commitment of regional apparatus;
3. To improve the performance of regional apparatus organizations;
4. Regional apparatus can carry out independent assessments of their organizational performance.

In using the Bureaucratic Reform Evaluation System (SERABI), it requires sufficient resources so that the application can work optimally. The resources needed are:

1. Administrative district level with supporting facilities consisting of:
    a. Human resources required at least one programmer as the party making the application and at least one admin to manage the application on a macro basis, verify data, coordinate regional-level admins, and answer questions or difficulties experienced by regional devices in using this application.
    b. Infrastructure, which requires at least 1 unit of laptop/PC, 1 printer, and 1 scanner;
    c. Budget, what is needed is a budget allocation for the preparation and management of bureaucratic reform evaluation applications;
2. Admins at the regional apparatus level need supporting facilities consisting of:
    a. Human resources, a minimum of 1 admin/operator officer is needed to handle data input, data verification, and application operation on regional devices;

b. The required infrastructure consists of at least 1 unit of laptop/PC, 1 unit printer, and 1 fruit scanner.

The resources that are currently available to the Pemalang Regency Government and regional apparatuses are in the form of internet access, facilities, and infrastructure in the form of laptops/computers and printers/scanners as well as human resources who have IT skills as SERABI admins. Human resource capacity availability is essential to achieve the benefits and objectives of the SERABI application, as expected.

The SERABI application is an innovation as an indicator/benchmark of organizational performance. SERABI's innovation sustainability provides benefits when viewed from several aspects, namely:

1. Social Aspect
   a. Technological advances in supervising rapid bureaucratic reform make it easier for regional apparatus to be able to independently assess performance in achieving bureaucratic reform;
   b. Implementation of independent evaluation is made more accessible through SERABI, output from regional apparatus can be directed clearly through indicators following the mandate of the Minister of Administrative and Bureaucratic Reform
   c. Dissemination of policies and information related to the accelerated implementation of bureaucratic reforms can be delivered more quickly to regional apparatus.

2. Economic Aspect
   a. Advances in technology will increase efficiency in the use of budgets and time for implementing monitoring and evaluation because it makes it possible not to go down directly to regional apparatus;
   b. The use of applications is easy to access because internet access is not limited by space and time.

3. Government Environmental Aspects
   a. Regional apparatus will be motivated in increasing the implementation and achievement of bureaucratic reform in their respective regional apparatuses;
   b. Admins on regional apparatus are motivated to improve their skills and knowledge.

Based on the results of the research as a whole, the implementation of the SERABI of the Pemalang Regency Government has not been entirely in line with the objectives of implementing the SERABI Application itself, namely to measure and evaluate the implementation of Bureaucratic Reform of all Regional Apparatuses within the Pemalang Regency Government. The results of the research regarding the implementation of the SERABI application in Pemalang Regency are as follows:

1. Compliance Aspects

   The research results on compliance aspects in implementing the SERABI application in the Pemalang Regency government have been going well. According to the evaluation worksheet, all OPDs have carried out independent assessments and have inputted them into the SERABI application system. Of the 41 OPDs that have been inputted, there are 3 OPDs (Department of Education and Culture, Regional Disaster Management Agency, District Randudongkal) whose value was not appropriate, namely getting a score of D. Based on interviews with one of the informants that there were several OPDs that indeed in reporting the SERABI application did not carry out input according to a predetermined time limit, this indicated that there were several OPDs which were only limited to submitting reports for meet reporting obligations.

2. Routine Fluency Aspects

   The smooth running of the routines in implementing the SERABI application in Pemalang Regency has been going quite well. However, not all aspects of the smooth running of the routines have gone as expected. According to the results of interviews with informants, in

2020, the Ministry PAN RB removed an application called PMPRB Online which, in general, is almost the same as the SERABI application to assess the RB evaluation in each region. The SERABI application running then had not been integrated with the PMPRB Online application, causing double data entry, which needed to be more efficient and effective.

3. Aspects of Expected Benefits (Impact)

The impact of implementing the SERABI application in the Pemalang Regency has been good; this is supported by data that most OPDs have carried out self-assessments so that the benefits of the SERABI application can be realized, such as: facilitating the implementation of monitoring and evaluation of bureaucratic reform so that it can be carried out more effectively and efficiently in all regional apparatuses within the Pemalang Regency Government and can save time and costs thereby increasing performance and increasing the professionalism of ASN.

Table 1. SERABI Application Implementation Matrix

No	Aspects of Successful Implementation of SERABI	Description
1	Compliance Aspects	OPD can carry out self-assessment through the Evaluation Worksheet (LKE)
		Finding: there are OPDs that only report to fulfill reporting obligations without paying attention to the rules
2	Routine Fluency Aspects	The smooth use of the application is hampered consequence appearance similar app from Ministry PAN RB
		Findings: The SERABI application has not yet been integrated with PMBRP Online raises double entry
3	Impact Or Benefit Aspect	OPD is able to conduct self-assessment using the SERABI application
		Findings: improving performance and increasing ASN professionalism

4.2. SERABI Implementation Barriers

Based on the research results it is known that there are several inhibiting factors in the implementation of the SERABI application. The inhibiting factors are:

4.2.1 Communication Aspect

Communication between the regional RB team and the central RB team was cut off, resulting in overlapping between the SERABI application and PMPRB Online in data input that was not yet integrated, causing the OPD to have to input data 2 times, namely: first, an internal evaluation of the Regional Government using the SERABI Application; second, Web PMPRB Online to be sent to Ministry PAN RB. This double entry is neither practical nor efficient, so the local government is trying to integrate the SERABI application with its own PMPRB Online Ministry PAN RB by contacting and coordinating between Regional Government operators and the PAN RB Ministry operators. However, when this problem was followed up, it was constrained by the decision of the leader/official Ministry, so there needs to be more clarity about its sustainability.
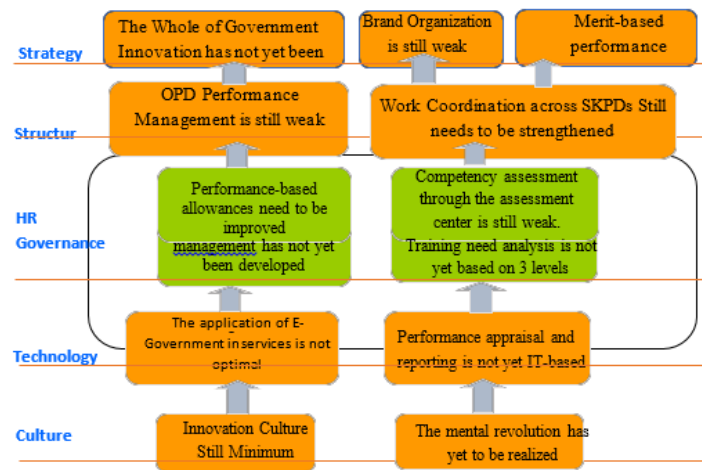
Figure 2. Internal resistance implementation PANCAKE

4.2.2 Resources Aspect

The idea for the SERABI Application was an innovation from the Public Service and Bureaucratic Reform Section of the Regional Secretariat of Pemalang Regency. However, based on the 2020 SOTK, the Public Service and Bureaucratic Reform Section was abolished. As a result, the SERABI application was transferred to the Organizational Section, a person in charge. Programmers from ASN BKD Pemalang Regency initially managed the SERABI application. However, this application was transferred to the Pemalang District Communication and Information Office in the development process. The Ministry of Communication and Information is carrying out further development to improve the system and application functions and add several features. The development process carried out by KOMINFO takes time, hindering the application's use.

4.2.3 Disposition

There are OPDs whose input does not match the evaluation worksheet. - There is a delay in inputting the Serabi Application system.

4.2.4 Organizational structure

No ministerial regulation protects the integration of online PMPRB applications with local government applications.

Table 2. Material Obstacle Aspect Implementation PANCAKE

No	Aspects of Successful Implementation of SERABI	Description
1.	Compliance Aspects	OPD can carry out self-assessment through the Evaluation Worksheet (LKE)
		Finding: there are OPDs that only report to fulfill reporting obligations without paying attention to the rules
2.	Routine Fluency Aspects	The smooth use of the application is hampered consequence appearance similar app fromMinistry PAN RB

		Findings: The SERABI application has not yet been integrated withPMBRP Online raises double entry
3.	Impact Or Benefit Aspect	OPD is able to conduct self-assessment using the SERABI application
		Findings: improving performance and increasing ASN professionalism

5. Conclusion

The SERABI application in its implementation has made it easy for OPD to input bureaucratic reform assessments by being able to carry out independent evaluations so that the results of bureaucratic reform at regional apparatuses can be measured and ranked to further develop the potential of Pemalang Regency ASN through performance evaluation. In its implementation, the evaluation of bureaucratic reform using the SERABI application has yet to be maximized in its use. There are still many records that need to be corrected, and this can be seen from the inhibiting factors that arose in the process of using the SERABI application in Pemalang Regency, namely; a) Interruption of communication between the district RB team and the central RB team so that the application integration process is hampered; b) Change the Person responsible and application manager SERABI, c) Be found OPD who are late in inputting data to the SERABI application. d) There are no specific regulations governing the integration process of PMPRB Online with local government applications. With the many deficiencies in the SERABI application, the application was temporarily stopped while waiting for a decision on the continued use of this application. The implementation of the ASN innovation policy using the SERABI application should get full support from the Regional Government of Pemalang Regency because it is very supportive in evaluating the performance of the Pemalang Regency ASN to increase performance and professionalism as ASN. Various obstacles in the implementation of the ASN SERABI performance evaluation system must immediately get follow-up problem solving by further perfecting the application, namely by building more intensive communication both at the OPD level and with the Ministry of Administrative and Bureaucratic Reform in order to realize ASN that develops with quality that can adapt to the demands of the times.

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